

INSTINCT ONE
DILATE YOUR EYES



The hunt is on. Hungry for food and sheer pleasure, the great horned owl hunts from on high. The swallowing darkness of night takes hold, and the owl comes alive. With his night vision surpassing humans' by 100 times, the owl scans the world below as he hunts for rabbits, mice, voles, or other means of sustenance. At last, he spots his quarry: a young male rabbit roughly the size of a watermelon. The owl's vision narrows. His eyes dilate, and he takes a quick breath. In a brutal, but silent, burst of speed and airborne maneuverability, the owl launches down toward his prey. On the ground below, the rabbit senses no danger of any kind, and he never will. Seemingly within the blink of an eye, the owl snatches the rabbit in his talons, deftly crushes him with disturbing force, and immediately begins feasting.

Satisfied, but bored, the owl prefers his prey to put up a fight. The great horned owl is the primary predator of skunks, and he won't pass up the taste of a hawk if the occasion calls for it. He is above it all, always looking down, inviting challenge to anything that dares to oppose him.

The great horned owl proportionately has the largest eyes of terrestrial vertebrates, giving it excellent night vision.³ This, combined with the owl's ability to rotate its head 270 degrees, makes it a powerful hunter and a scrappy defender. The owl

³ Hall, M. I., & Heesy, C. P. (2011). Eye size, flight speed and Leuckart's Law in birds. *Journal of Zoology*, 283(4), 291-297.

THE BUSINESS BEAST

regularly hunts for hours on end, keeping his massive eyes tuned to search for food. Constantly on the lookout for prey, his focus is unparalleled.

When an owl takes flight towards his prey, he is locked on target. He knows what he wants. He doesn't need vision boards, expensive coaching programs, or fancy online tools to teach him his killer instinct. He has naturally developed night vision and dilated focus that gives him the ruthless abilities his victims don't possess. He must have these skills or he will not survive the natural world.

CHAPTER ONE

Spotlight the Darkness and Commence the Reign of the Beast



*The most important conversations you'll ever
have are the ones you'll have with yourself.*

—DAVID GOGGINS

The uncompromising and ruthless natural world is not unique. The business world mirrors the animal kingdom in subtle ways. Success or failure in business doesn't literally mean life or death, but it follows one key law of nature: The relentless will always win, and the complacent will always lose. The Business Beast understands this truth and uses the knowledge to their advantage.

THE BUSINESS BEAST

Human beings were once the apex predators of the entire land, but modern humans only hunt for sport. We've shifted our attention to a different hunt involving chasing after relationships, building million-dollar businesses, or achieving mastery of our health and wellness. We've lost what it means to be a beast and to work for what we want! We are no longer threatened with life or death, which has contributed to our loss of relentlessness. We've become complacent because our basic needs are met. We want and need different things than our hunter-gatherer ancestors, and this has made most of us soft and unwilling to seek growth.

Modern people pursue different goals than our ancestors, but they can still surface as beasts in their domains if they put in the work. Beasts in business are not like most people. They are the 1% of the 1%. They know what previously held them back, and this grants them enlightened insight and experience in pursuing their goals. They know how to channel the instincts of the great horned owl to see the hunting ground before them. They know what needs to get done every day on their journey to greater levels of success. You, too, can unlock this power. The prize for the hunt is no longer just food. It's a reward you get to define.

Business Beasts have a clear focus and mission, consistently update their direction to stay on track, and are always working the plan. They weren't always self-aware in this manner, but along the way they learned the necessary evil of spotlighting their inner darkness, their inner bitch, in order to become self-aware enough to silence it forever.

The hunt provides the food required for the next meal, and the next after that. Prepare for the hunt by dialing into exactly what you want. This desire is natural for beasts of the animal

kingdom. They want to feast. The instinctual desire for the hunt doesn't come easily to humans. It is there, buried deep within, but releasing it means doing what real beasts do. You might not be ready, but at least be aware that you have a choice. You can cave to the inner bitch and miss out on your potential, or you can start down the rocky path toward beast mode and all the rewards that eventually follow.

It's time to get beastly. It's time to focus on what matters, undistract yourself like the great horned owl, and dilate your eyes to the hunting ground before you.

WHY BECOME THE BEAST?

Nothing feeds my soul like the hunt. I get immense satisfaction out of the daily rituals of my work, seeing employees experience personal breakthroughs and wins, and meeting business goals. For me, the joy of the hunt is incomparable, and the journey is intoxicating. Every staffing problem I correct, customer issue I resolve, or bottleneck I eliminate serves as fuel to continue the hunt. I find richness in the pursuit of greatness.

Yes, I've gotten a taste for success, money, and notoriety in the form of awards, but beasts enjoy and look forward to the hunt, regardless of how challenging it is. Hunting is the motivation, and the kill is the ultimate reward.

When I talk with a struggling employee, I have learned to appreciate their difficulties and I get immense satisfaction by accepting my part in their growth. Responding to painful emails is also part of my hunt and, despite the slog, doing so fuels me. Knowing the power of the hunt gives me incredible clarity and fuels my patience to deal with troublesome employees and difficult situations. It's not always fun, but progress is worth it.

THE BUSINESS BEAST

Is progress and growth worth the struggle for you? Let me ask you one of the simplest but also most complex questions known to man. It's a question you might think you know the answer to, but you probably don't:

What do you really want?

It seems like a simple question, but most of us would answer it with politically correct bullshit. If you're like most people, it would take a person asking direct questions to break through your layers of self-deception and get an honest answer.

Consider, for example, a conversation you overhear between two coworkers, Dan and Jeff:

Dan says, "My doctor said I need to lose some weight."

Jeff asks, "Why is that?"

"Apparently my blood pressure is high. My cholesterol too."

"So, do you actually want to lose the weight?"

"Sure, I'd love to lose forty to fifty pounds."

"Why?"

"It'd be nice to fit into some of my old clothes again."

"You'd change your whole lifestyle just to fit into some old clothes? Why?"

"Improved health as well."

"But why do you want those things?"

"It's just better to be healthier and leaner."

"But why?"

"Honestly, I'd like for my wife to be more attracted to me. I want to be around when my kids are older. I want to feel good about myself."

Notice it's not until Dan is asked "why" for the fourth time that he admits the root of his desire. Breaking through those

layers allows him to develop a conscious understanding of his motivation, which is important to help him develop an intrinsic drive to succeed at his goal. Conversely, if Dan were less honest with himself, he would not make this admission and instead stick to clichés about weight loss, thus foregoing this important step. Extrinsic motivation (the push from a doctor) will never compare to the power of intrinsic motivation based on inner desire. If you want something bad enough, you will get it done.

Your answer to the question “Why do you want your business to grow?” should not be a simple “So I can earn more money.” You must have an answer to why gaining money will be good for you. Money is important, but without a purpose it’s mere 1’s and 0’s. What matters is *What* you really want to do with the money and *why*. To define the sole purpose of your desire, dig deeper and answer the hard questions. Ask yourself why until you get to the core of the matter. This will help you have a self-awareness of your true desires. Asking why at each level propels you towards a deeper understanding of yourself and your wants and needs. Knowing and working toward what you truly want fuels the beast and sheds light on the bitch.

Why do you want money? Perhaps, upon my asking this question, a flood of images comes to your mind: a new supercar, a platinum Rolex, a giant house with your own personal chef. Think deeper. These are all things that money can help you get, but they aren’t why you want money. If supercars and mansions come to your mind, then what you really want money for is status. You want to appear as if you are better than other people.

Most beasts don’t desire money because they want the material possessions it can buy. In fact, a lot of beasts don’t even

THE BUSINESS BEAST

seek money; it comes to them simply as a byproduct of what they have become. As people learn to shut out the darkness and engage beast mode, they can dominate their environment in such a way that resources naturally flow to them. It's a common mistake to make money and material possession the goal.

Take Aaron Walker, for example. Aaron was a wildly successful entrepreneur who, at twenty-seven, sold his company to a fortune 500 and retired early.⁴ He proceeded to spend the next eighteen months playing golf, maximizing his leisure time, and being lazy. The result? He gained a significant amount of weight and descended into a deep depression.

Aaron was an absolute beast in the business world, but he made the mistake of making material possessions and money his primary goals. Yet, despite having more money than he would ever need, he slipped into a lifestyle that threatened to destroy him.

Money can't be the primary motivation for you to become a Business Beast because you will get it, and when you do, you will be satiated. Once satiated, you will then turn into a different creature. You will allow your inner bitch to take the helm, and your life will quickly fall apart.

This is what happened to Aaron Walker. He thought he wanted a cozy retirement and to live out his days in peace, but this was abhorrently false. He had developed himself into a beast, but didn't realize what he had become. So he inadvertently put the beast he had become into a cage, and a caged beast is a sad creature, its limitless freedom and potential traded away for security and an unproductive life of leisure.

⁴ Walker, Aaron. *View From the Top: Living a Life of Significance*. Morgan James Publishing, 2017.

The payoff you think you want may not be what you actually want. It's up to you to define it for yourself, but don't stop at boatloads of money, fame, or power. Go deeper. These things don't foster lasting happiness, anyway.

Each beast defines richness, success, and the endgame differently. How you define it is up to you, but define it you must. You won't know when you've achieved your goal if you don't have a goal. It sounds obvious, but it would shock you how many people I've met who stutter when asked what they really want. Most don't have a clue beyond the clichés that everyone in society says they want. Don't worry about setting the "right" goals based on what "success" means for others, myself included. I hope and expect your goals will look much different from mine. Define richness and success for yourself.

Becoming a beast isn't worth it to most people, as there are significant challenges. However, overcome these challenges and you will achieve the following benefits:

- ▶ Increased resilience to all life's problems.
- ▶ Continuous improvement in personal life and in business.
- ▶ Natural confidence that inspires, motivates, and wins others over.
- ▶ Development into the absolute best version of yourself.
- ▶ An ability to enjoy life regardless of outcomes.
- ▶ Work no longer feels like work, it's simply what you get to do every day.
- ▶ The capacity to influence and give back to others in life-changing ways.

THE BUSINESS BEAST

While on paper most would agree that they would want these benefits, they aren't willing to pay the cost. For me, my deeper connection with my kids, my business success, and the benefits that emanate from the call of the hunt are worth it to me. Are they worth it to you?

He who has a why to live for can bear almost any how.

—FRIEDRICH NIETZSCHE

While I have no intention or desire to micromanage your goals and motivations, I will reemphasize that beasts rarely care as much about “things” as they do about the intrinsic satisfaction they get from operating as a beast. Most beasts eventually realize that the motivation is the hunt itself—nothing else satisfies quite like it.

Beasts love being beasts. The primal satisfaction of the hunt is reason enough to keep going. Hunting isn't always fun. In fact, sometimes it's downright painful. But beasts already know this. They know that pain and failure are part and parcel to becoming a beast. It's also part of the thrill. You know that football wouldn't be exciting to watch if your team didn't have a realistic chance of losing. Similarly, if a lion's prey had no chance of escaping, how could catching it be satisfying? Without the possibility of failure, success has no meaning.

Author and financial guru Dave Ramsey has a mantra: “*Live like no one else now so you can live like no one else later.*” Beasts follow this mantra. They live unlike anyone else. They set their own rules, define their own timelines, and move forward at a pace THEY set. The nine-to-five pace doesn't confine them because they are willing to do what others aren't.

Consciously define your payoff to yourself. Doing so may motivate you to finish this book, and may also be the first step

in making the next ten years of your life the best yet. What's important is for you to develop a questioning habit and to analyze your thought process and decisions. Questioning, pondering, and examining why you do what you do will only propel you faster towards your goals.

As an example, you might look to one of the great Business Beasts of our time: Elon Musk. Musk's singular driving force is to bring humans to Mars. He aims to extend humanity beyond a one-planet species, to ensure our continued development as a space-faring race. He built entire companies from the ground up in order to fund his eventual pivot to leaving the bonds of Earth. Elon Musk determined his why early in his career, and he has stopped at nothing to continue moving towards his goal. He established his intent and has been an absolute force to be reckoned with ever since.

I don't create companies for the sake of creating companies, but to get things done.

—ELON MUSK

If Elon Musk brings our species to Mars, will it be worth the pain he endured as a Business Beast? To Elon, it will be.

What is worth it for you? I could continue to list the benefits of becoming a beast, but you must determine your payoff for yourself. And once you answer, you must take immediate action to begin your own process of figuring out the how.

SATISFACTION, THE DARKNESS THAT FUELS THE INNER BITCH

Most normal people wander aimlessly through life seeking satisfaction. In fact, 85% of the US workforce is unengaged, unfulfilled, and unhappy at work.⁵ These people don't know what they want, and they certainly wouldn't know how to get it if they did. They've lost touch with their inner beast and have given way to their inner bitch. They think their end goals are big houses with cushy jobs. They don't know how lost they are.

I learned an important lesson about the danger of satisfaction and complacency at a key time in my company's history. I hired Howard as a plant supervisor. He was experienced and hungry for a bigger opportunity and he fit the job perfectly. He started well, but it was hard to tell how Howard was doing in this role because we already had a lot of positive forward momentum in our business. He was doing the job, but he hadn't truly been tested. He rode the momentum for several months before a challenge hit and his darkness was brought to light.

We had a mix of products we were trying to build that were more challenging than normal and they created some havoc in our company. Howard's response during this challenging time was one of confidence. He pacified us with his words as he described a plan to recover and finish the month in a decent position. As the end of the month approached, he continued to reassure us, but the scoreboard and results told a different story.

⁵ Clifton, Jim. "The World's Broken Workplace." Gallup.Com, 21 Aug. 2021, news.gallup.com/opinion/chairman/212045/world-broken-workplace.aspx?g_source=position1&g_medium=related&g_campaign=tiles.

We had a tough conversation and pointed to the scoreboard, but Howard remained confident in his plan.

When someone on my team says, “I got it,” I am prone to let them have it and give them the opportunity to own their flank and their results, unless they prove my trust wrong. I trusted his confidence, but when the month ended, it wasn’t just a close miss. The impact was significant. We were so far behind schedule we were at risk of losing business from our customers. I had to get completely involved. The situation moved from trust to direct involvement. I told Howard that what happened that month could never happen again. I was going to be constantly by his side discussing the action steps needed to recover.

The first day of the next month, I did exactly that. I let him work but asked questions and pointed to certain things that mattered more than others. I worked with him on a plan that would allow our company to recover. We came to work early, stayed late, and even worked weekends. Ultimately, it was more work than Howard was comfortable doing, even though that month set us on a tear of record-breaking results. In fact, we went on to receive the Manufacturer of the Year Award in our state from the Utah Manufacturers Association.

Howard recognized the need for the work, but due to competing priorities he wasn’t willing to put in that level of effort. At the time, I had mixed feelings and was slightly confused by his lack of desire for entering beast mode, but I understand it better now. I appreciated the honesty he displayed when admitting that the need and effort he was willing to commit to wasn’t a match for what we actually needed for his role. It disappointed me that he didn’t want it, but I know now that not everyone wants to be a beast. Howard thought he wanted to be a beast until it came

THE BUSINESS BEAST

time to do what real beasts do. He allowed his inner bitch to win, and he is not alone.

Most people just want an easy life. They also want a life filled with material possessions like luxury cars, nice clothes, and beautiful homes. They don't want to become beasts and accept everything it entails, and that's okay. You don't have to become a beast to make a ton of money and get the material things you want. Many people choose lucrative but easy careers, and others simply get lucky and fall into wealth. Beast mode is for those who have learned for themselves or from others that nothing is worse than an easy life.

I won't spell out exactly what you need to do each day to become a Business Beast. I won't tell you to get up a few minutes earlier each day, or to sit down with your most troubled employee for a heart-to-heart, or to spend Saturday morning replying to emails. I won't ask these of you, because when you become a beast, you won't need to be asked. These are the activities that will take care of themselves when you are in beast mode. However, if my mention of these activities gives you pause, then you aren't ready to become a beast. To take a step forward to becoming a beast, you need to get comfortable with the idea of being very uncomfortable.

Before you proceed, use the power of intense and directed focus to ask yourself the tough questions. Are you satisfied with your current situation? Do you want to make more progress? Do you wish you could realize your personal potential and the fulfillment that comes from it? If you're like Howard, and you're satisfied and enjoying your lifestyle, then great. Put this book down and move on to something else. No hard feelings. Becoming a beast requires dedication that isn't easy to maintain. How you proceed through your life is up to you, but one thing is certain: You will sleep in the bed you make for yourself.

If you aren't satisfied and you want more, you're ready to become a beast. Dissatisfaction with your current way of life is an important motivation, and the solution is to become a beast, set life-changing goals, and develop new habits and practices that will help you achieve them. If your desired payoff matches your potential, and you want it deep down, beast mode is your path to get there. Having already achieved success is not a prerequisite, but desire for change is.

Just like the owl dilates his eyes and swoops down towards its target, focus on exactly what you want and the steps to get there. Your inner bitch will try to stop you, but it will only succeed if you let it. Eye dilation and focusing on what you want will draw power away from the inner bitch. Eventually, its energy will dissipate as it finds your intense focus dilated elsewhere.

ACTION: THE FIRST STEP TO COMMENCE THE REIGN OF THE BEAST

Learning how to locate and pinpoint your inner bitch is the first step to eliminate it and allow the beast to emerge. Dilate your eyes to see what's right in front of you, while examining the internal dialogue preventing action. This is the secret weapon of the Business Beast. Your inner bitch wants to hide. Its mortal enemy is light, and you will learn how to shoot a flare at your weaknesses. Err on the side of taking relentless action as soon as you're going in the right direction. If your improvement took you back a step instead of forward, or your newly hired employee turned out badly, fine! You're on the right track because you're doing something that forces you to get better. Learning is messy and beasts embrace the mud.

THE BUSINESS BEAST

Targeted action, in any direction, is always better than inaction and it's how you silence the bitch. In fact, when you hear the voice of the bitch, action should always be your go-to method to silence it! Shine a spotlight on the bitch by taking a step forward. But watch out! Your inner bitch will do everything in its power to convince you that you are on the wrong track. Remember, it wants you to choose the path of least resistance and no pain. It thinks it's saving you, but it's actually killing you. As soon as the voice of the inner bitch is louder than usual, you know you're on the right track. As soon as you feel you want to jump ship and quit, kill that feeling as fast as you can and attack even faster and harder. Do this by taking action.

Your inner bitch wants you to believe your goals are wrong, you're working too hard, and your business is doomed to fail, so it's not worth the time. As you go down the path of the beast, you will inevitably encounter more challenging problems, which always have the potential to give rise to the inner bitch. Become so focused that you see these thoughts for what they are. Take action to kill the inaction of your inner bitch. Take yourself off of autopilot and stop drifting. You must take back control of your life and the direction it's going. Do so and you won't fear anything, because you're armored by the power of intentional action. Don't let the bitch even have a finger on the wheel.

The inner bitch resists this concept because the inner bitch clings to complacency. Spotlight the darkness and shed light on the inner bitch so it can no longer hide. Gain self-awareness and grow into your potential for more. Shining a light into your darkest areas is painful, but necessary. Channel the vision of the owl to look deep within and be more honest with yourself than ever before. The key to change is a willingness to go deep, even if it means unearthing stuff you'd prefer to keep buried. If

you voluntarily dig up all that shit, you will have the mindset to destroy your inner bitch.

No matter how difficult the journey will be, you must take the first step today, even if the first step feels like the ten millionth. Start with a new mindset and an empowered direction and don't stop.

Look at Yourself in the Mirror and Take Action

Hey you! Yes, I'm talking to you . . . the one reading this! Your inner bitch is beating you! It's lulled you to sleep and you need to wake up and flip the script to see what that bitch is doing to you and to send that bitch packing. It's pulling the wool over your beast eyes so keep them wide open. DO the work. Be the beast. Stop making excuses for your failures and start fresh RIGHT NOW.



UNLEASH YOUR BEAST: Dilate your eyes like the great horned owl and narrow your focus. Come face-to-face with your reflection. Consider your reasons for becoming a Business Beast and use this as motivation to take action right now without delay. Don't give the darkness a chance to take over. Unleash the beast by focusing on what matters most in your quest towards excellence. Your beast is ready to pounce.

THE BUSINESS BEAST



SILENCE THE BITCH: Your inner bitch wants you to cave to lack of motivation and the need for constant inspiration. To become a Business Beast, don't rely on fleeting sources of energy. Instead, put down this book and tackle the next item on your to-do list with a fervor, regardless of how you feel at this moment. Beasts don't just read, they act.